
MORGAN HAYES

Director of Operations

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EXECUTIVE SUMMARY

Operations leader with 15 years in distribution and third-party logistics, running teams of up to 220 across four sites. Known for turning around underperforming warehouses, building lean daily management and growing margin without adding headcount.

CORE COMPETENCIES

- Multi-site operations
- P&L ownership
- Lean and Six Sigma
- Warehouse automation
- Vendor negotiation
- Safety programs
- Budgeting and forecasting
- Labor planning
- Team development

PROFESSIONAL EXPERIENCE

HARBOR SUPPLY CO., Boston, MA

Jan 2019 to Present

Director of Operations

Regional distributor of industrial supplies, \$310M revenue, 4 warehouses

- Run four distribution centers with 220 staff and a \$38M operating budget
- Cut order errors from 2.1% to 0.6% in two years with scan-to-pick and daily quality huddles
- Led a \$4.2M conveyor and sortation project, delivered on time and 6% under budget
- Raised on-time shipments from 91% to 98.5% while volume grew 35%
- Reduced recordable injuries by 60% through a site safety committee program

COASTLINE FREIGHT, Providence, RI

Mar 2013 to Dec 2018

Operations Manager

Third-party logistics provider for retail and e-commerce brands

- Opened a second 300,000 sq ft site on time and \$250K under budget
- Managed 120 staff across two shifts and 14 retail and e-commerce client accounts
- Renegotiated carrier contracts, saving \$1.1M a year
- Introduced hourly labor planning that cut overtime by 28%

PINEWOOD FOODS, Worcester, MA

Jun 2009 to Feb 2013

Warehouse Supervisor

Regional food distributor serving 600 restaurants

- Supervised 35 associates on the night shift in a cold-storage warehouse
- Cut inventory shrink by 40% with weekly cycle counts

EDUCATION

BOSTON UNIVERSITY, Boston, MA
MBA, Operations Management

2013 to 2016

UNIVERSITY OF MASSACHUSETTS AMHERST, Amherst, MA
BS in Industrial Engineering

2005 to 2009

CERTIFICATIONS

- Lean Six Sigma Black Belt, ASQ, 2017
- Certified in Planning and Inventory Management (CPIM), 2015

BOARD SERVICE

Logistics committee member, Greater Boston Food Bank, 2020 to Present